



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE, SW
FORT MCPHERSON, GEORGIA 30330-1062

AFCG

3 June 2010

MEMORANDUM FOR LEADERS AND SOLDIERS

SUBJECT: Command Philosophy

1. Our mission is to train, mobilize, deploy, sustain, transform, and reconstitute conventional forces in order to provide a sustained flow of relevant and ready land power to Combatant Commanders worldwide in defense of the Nation both at home and abroad. I have always believed that leaders should do "what is legally and morally right"; create an environment of mutual trust that enables Soldiers to achieve their potential; and live by the "Golden Rule," which puts caring, respect and fairness for Soldiers first. Keeping this in mind, our Army mission is to fight and win our Nation's wars. In order to achieve this, our Soldiers must be mentally and physically tough, led by strong leaders, and trained under realistic full-spectrum conditions. We must be capable of deploying quickly, rapidly seizing the initiative, and winning decisively. In order to achieve success, we must instill teamwork both internally and externally. There are Six Key Imperatives I expect all to follow:

a. DISCIPLINE. All well-trained and maintained organizations and formations are disciplined. Disciplined leaders and Soldiers understand, communicate, live the Army Values and are always accountable for their actions. Disciplined formations train and operate safely, and do routine tasks out of habit which provides them with the flexibility to deal with the unexpected. Disciplined organizations are our most effective units in the decentralized nature of the contemporary operational environment. Disciplined leaders support their Soldiers, Families and Civilians by creating an environment that fosters collaboration, initiative, and demands doing what is right. We must instill and preserve the core traits that sustain our profession and keep our forces strong, effective, and safe.

b. TRAINING AND LEADER DEVELOPMENT. Leadership has always given our Army the edge. In his July 2009 guidance, the CSA presented his goals and objectives for Army Training and Leader Development. Our country depends on us to be prepared to conduct full-spectrum operations. We will maximize opportunities to train as part of a joint and integrated team. Our Combat Training Centers and Senior Commanders must emphasize the lessons learned from the past nine years of war, while rebuilding the capability for home-station and full-spectrum training

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support. As the lead for the Army's Collective Training Enterprise, we will look to the future as we define and rebalance full-spectrum home-station and the Combat Training Center training roles. In coordination with Joint Forces Command, we will maintain the joint and combined warfare proficiency we have gained over the last nine years of combat. Given the ARFORGEN cycle, our formations will possess, sustain, and maintain the equipment necessary for full-spectrum operations. We must maximize our ability to mix light, heavy, Stryker, and SOF formations into our training opportunities. Leader development is integral to sustaining strong units. Individual and collective leader training will focus on the basics...ensuring our leaders understand and enforce standards for training, maintenance, conduct and accountability. We cannot waste our precious training opportunities; we must be prepared and we must take advantage of every opportunity to train.

c. **MAINTENANCE.** Maintenance is the cornerstone for ALL units, not only mechanized and aviation forces. With the impending drawdown of forces from Iraq, we must reinstate maintenance and sustainment education throughout the command. After nine years of combat we have deployed many new systems, some obtained through the Commercial, off-the-shelf (COTS) acquisition process. We must rapidly institutionalize support for this equipment into our maintenance, sustainment, and education programs. Last, I ask everyone to remain vigilant to the prevention of fraud, waste and abuse. We must conserve the limited resources we have.

d. **LEADING.** Every leader is expected to set the standard for leadership, management, mentoring, and will be accountable for the health and performance of the force. Leaders must know their Soldiers and Civilians, develop, teach, and coach them so they can reach their full potential. I expect leaders at every level to assess the performance of our people honestly and openly. Soldiers and Civilians deserve the very best from their leaders, and we must do our part to make this happen. I expect leaders to be tactically and technically proficient. Good leaders have fun and have a sense of humor.

e. **CARING.** Caring for Soldiers, Civilians and their Families is essential to readiness. The performance of Soldiers and Civilians is directly related to their perception of self and their Family's well-being. All Soldiers, Civilians and their Families will be treated with dignity, fairness and respect. I shall accept nothing less. We will support the physical, mental, moral, and spiritual well-being of our Soldiers, Civilians, and Family members.

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f. RISK MANAGEMENT. Composite Risk Management (CRM) is an essential ingredient of readiness and must be integrated into all of our planning, preparation, and execution processes as a holistic approach to making sound risk decisions. Conducting CRM to standard is key in preventing accidents, essential to preventing Soldiers from placing themselves and others in vulnerable positions, assists commanders to reduce uncertainty and emplace risk reduction measures, and is essential to ensuring we protect our force with appropriate Force Protection measures at both home and abroad. There is no mission or task so important that justifies compromising safety. I expect all units and organizations to make CRM and the enforcement of the risk mitigation measures developed to protect the force a routine part of their daily business.

2. Remember that our mission is to stay trained and ready...I'll meet you on the high ground!!!


JAMES D. THURMAN
General, USA
Commanding